Headquarters U.S. Air Force

Integrity - Service - Excellence

U.S. AIR FORCE

2003 Air Force Climate Survey Results

377th AIR BASE WING

KIRTLAND AFB

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Overview

- Section 1: Importance of Feedback
  - For Unit Leaders
- Section 2: Unit Results

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Section 1: Importance of Feedback

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Background

- **Charter: Provide actionable feedback to leaders at all levels for the purpose of improving their units**
- **Survey available to all Air Force members including**
  - **AF Active Duty (AD)**
  - **AF Reserve (RSV) *(new for 03)***
  - **Air National Guard (ANG) *(new for 03)***
  - **Appropriated Fund (APF) civilians**
  - **Nonappropriated Fund (NAF) civilians *(new for 03)***
- **Data Collection 1 Oct - 23 Nov 03**
- **Survey available via Web, LAN/Disk, or Scantron (paper)**

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Why is this Important?

Research shows that positive job Attitudes impact:

- Organizational Performance
- Retention / Turnover
- Efficiency / Financial Performance
- Customer Satisfaction

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Process for Using the Results

1. Interpret big picture results
2. Select factors on which to focus
3. Conduct a feedback session
4. Integrate feedback session & climate report
5. Develop & share action plan
6. Track action plan
Survey
Feedback
Action
HIGH IMPACT LEADERSHIP

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Feedback Session

What it is…

- Demonstrates willingness to share all results
- Uncovers the nature of employee concerns
- Demonstrates concern and responsiveness to employee opinions

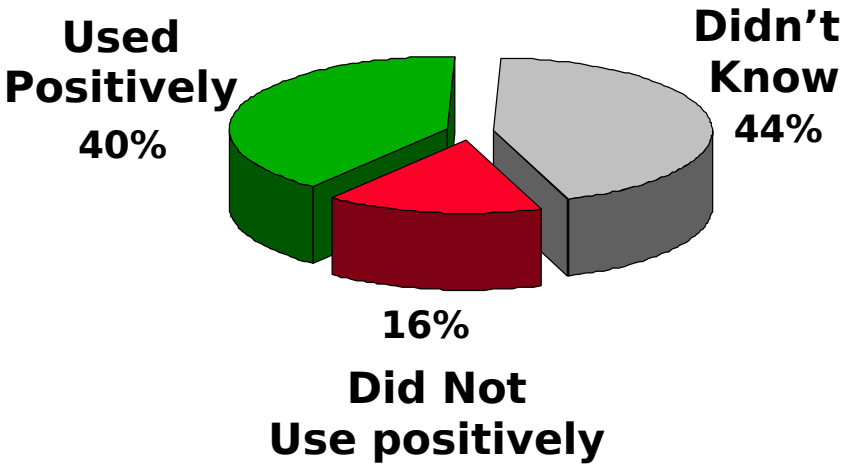
What it is not…

- Lecture forum where Commander tries to convince audience they are wrong
- “Press conference” where Commander has to address tough issues from the audience

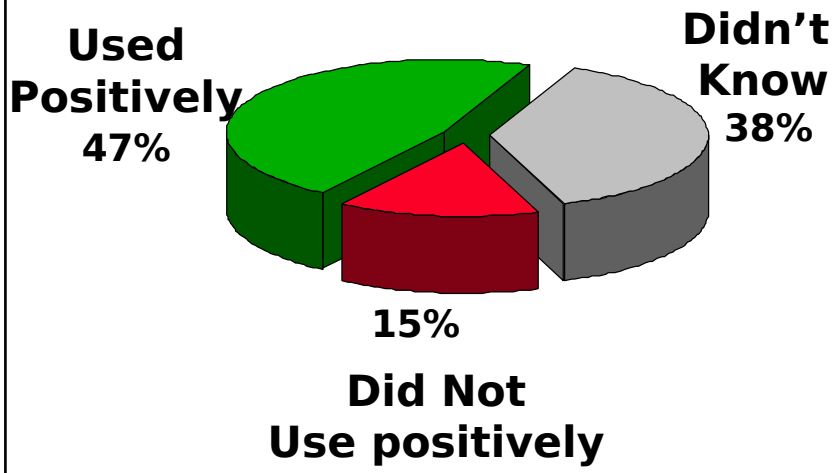
An Example of Leadership's Influence

My leader(s) used the Air Force Chief of Staff Climate Survey results in a positive way.

Use of 1999 Survey



Use of 2002 Survey



Actions taken were more evident due to CSAF tasker for commanders to use the 2002 survey results and provide feedback to their people.

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Section 2: Air Force Climate Survey Results

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Overview

- Ground Rules
- Review and discuss unit results
- Next Steps

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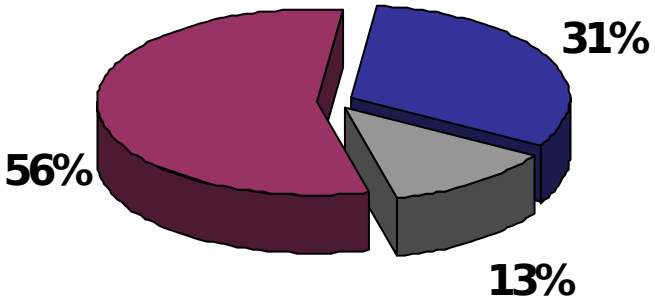
Ground Rules

- Analysis software does not allow individuals to be identified
- Interest in everyone's input
  - Negative or positive
  - Presume all is for the good of the whole unit
  - Mindset of improvement

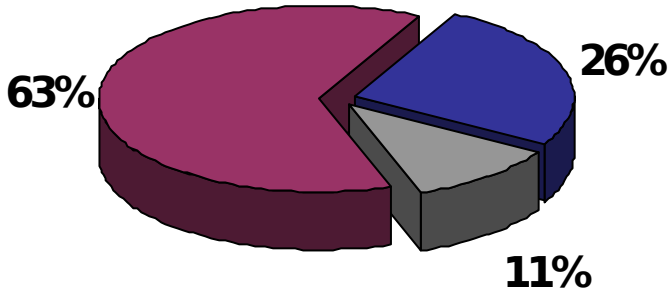
377 AIR BASE WG Compared to: 2002 377 AIR BASE WG

Demographic Breakout	Total Respondent	Officer	Enlisted	Civilian
Unit	879	112	491	276
Comparison	963	110	604	249

Unit Respondents by Category



Comparison Unit Respondents by Category



Compared to: 2002 377 AIR BASE WG

Profile Sorted by Total % Agree

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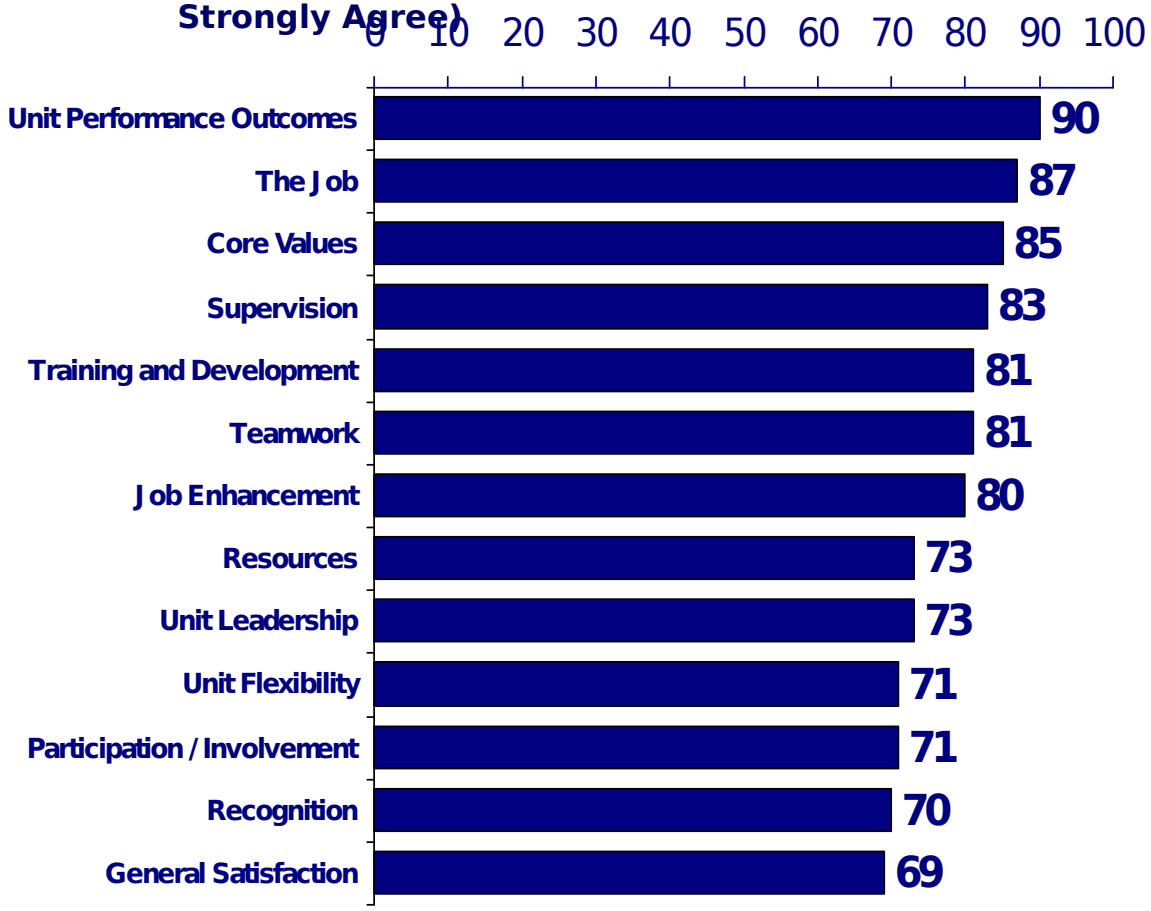
Total % Agree = (% Slightly Agree + % Agree + % Strongly Agree)



2003 %Agree	2002 %Agree	%Diff	
90	87	3	Up
87	86	1	Up
85	79	6	Up
83	78	5	Up
81	76	5	Up
81	79	2	Up
80	76	4	Up
73	71	2	Up
73	65	8	Up
71	65	6	Up
71	66	5	Up
70	61	9	Up
69	64	5	Up

Sections Compared by Demographic Status

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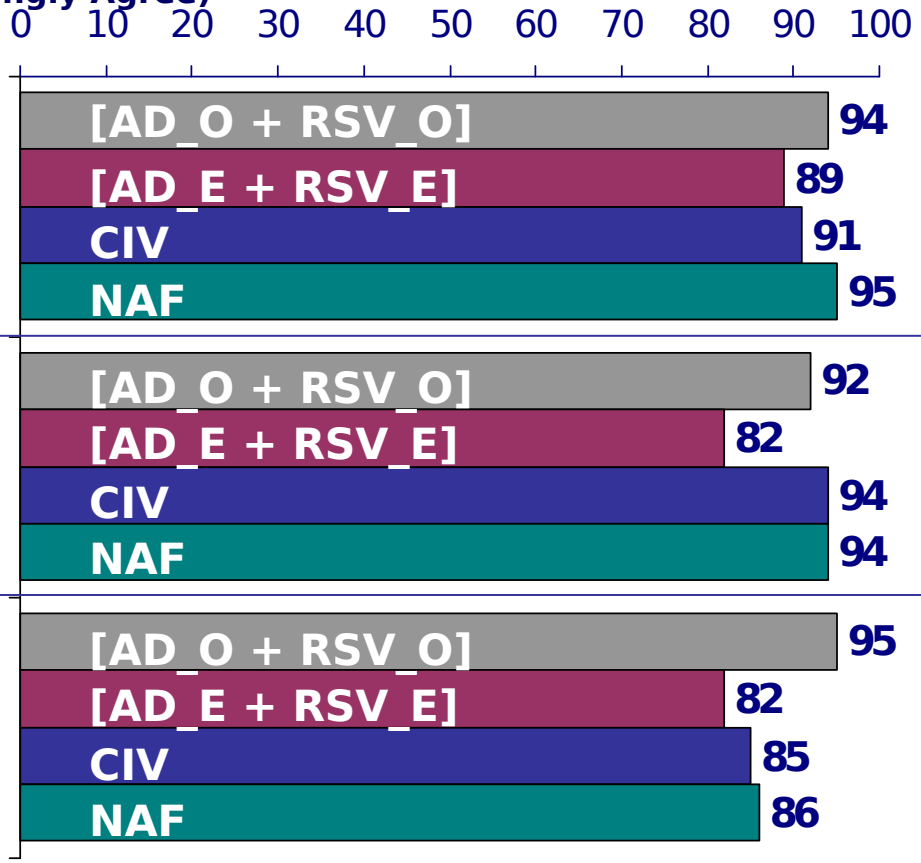
Total % Agree = (% Slightly Agree + % Agree + % Strongly Agree)



Trend

	03	02	99	97
Unit Performance Outcomes	94	95 (*)	93 (*)	92 (*)
	89	86 (*)	84 (*)	90 (*)
	91	88	84	87
	95	*	*	*
The Job	92	92 (*)	95 (*)	93 (*)
	82	82 (*)	83 (*)	86 (*)
	94	94	94	93
	94	*	*	*
Core Values	95	89 (*)	88 (*)	88 (*)
	82	77 (*)	71 (*)	78 (*)
	85	81	79	81
	86	*	*	*

AD_O = Active Officer ANG_O = ANG Officer RSV_O = RSV Officer CIV = Civil Service * Insufficient dat
AD_E = Active Enlisted ANG_E = ANG Enlisted RSV_E = RSV Officer NAF = Non Appropriated Or Not surveyed

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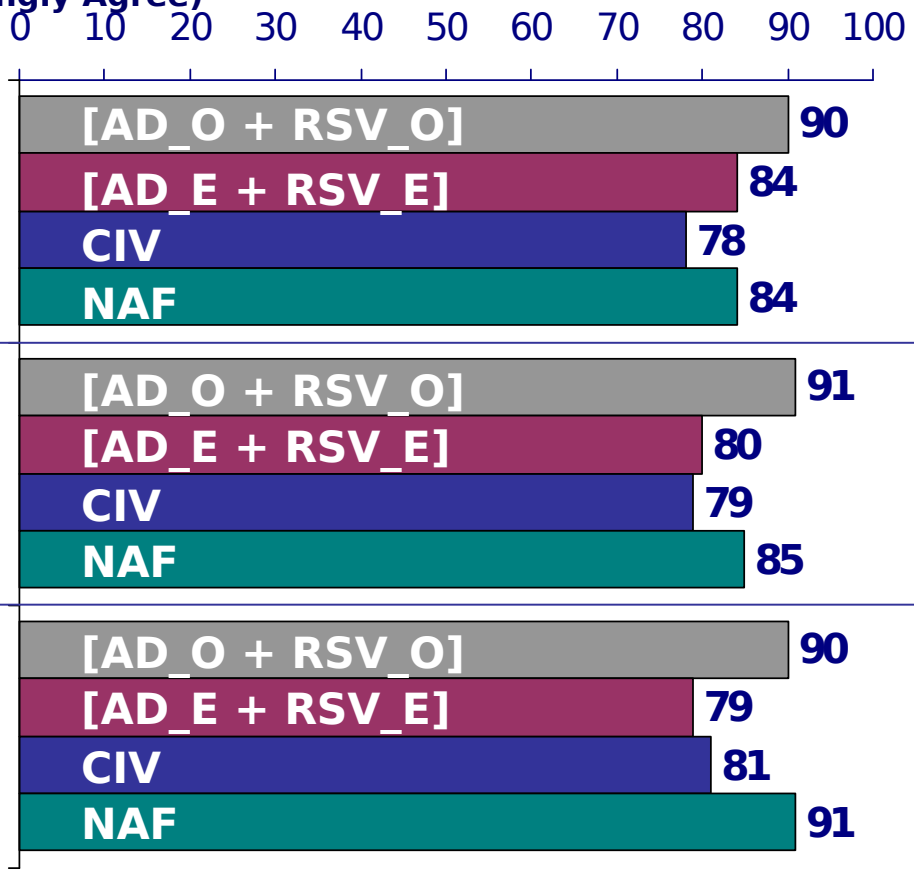
Total % Agree = (% Slightly Agree + % Agree + % Strongly Agree)



	Trend			
	03	02	99	97
Supervision				
[AD_O + RSV_O]	90	85 (*)	80 (*)	90 (*)
[AD_E + RSV_E]	84	79 (*)	73 (*)	83 (*)
CIV	78	73	70	79
NAF	84	*	*	*
Training and Development				
[AD_O + RSV_O]	91	89 (*)	83 (*)	85 (*)
[AD_E + RSV_E]	80	72 (*)	69 (*)	80 (*)
CIV	79	78	71	74
NAF	85	*	*	*
Teamwork				
[AD_O + RSV_O]	90	93 (*)	91 (*)	89 (*)
[AD_E + RSV_E]	79	76 (*)	72 (*)	79 (*)
CIV	81	79	75	81
NAF	91	*	*	*

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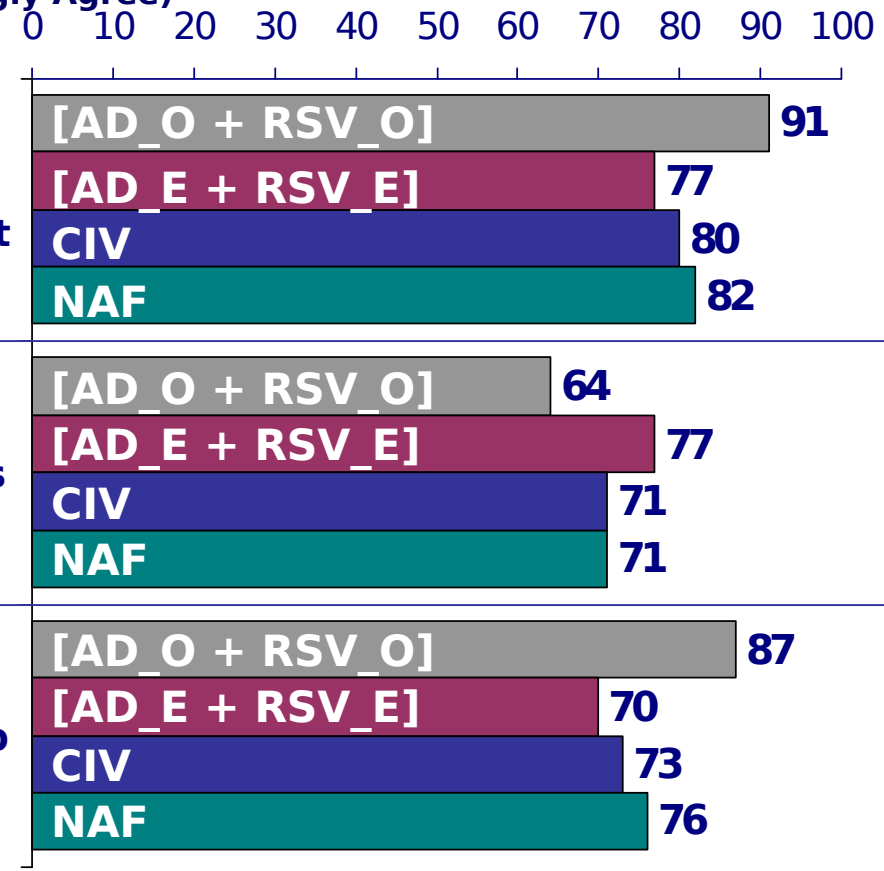
Total % Agree = (% Slightly Agree + % Agree + % Strongly Agree)



Trend

	03	02	99	97
Job Enhancement	91	93 (*)	89 (*)	* (*)
	77	72 (*)	66 (*)	* (*)
	80	78	71	*
	82	*	*	*
Resources	64	72 (*)	51 (*)	60 (*)
	77	70 (*)	62 (*)	73 (*)
	71	72	55	61
	71	72	55	61
Unit Leadership	87	89 (*)	83 (*)	88 (*)
	70	59 (*)	54 (*)	74 (*)
	73	70	62	74
	76	*	*	*

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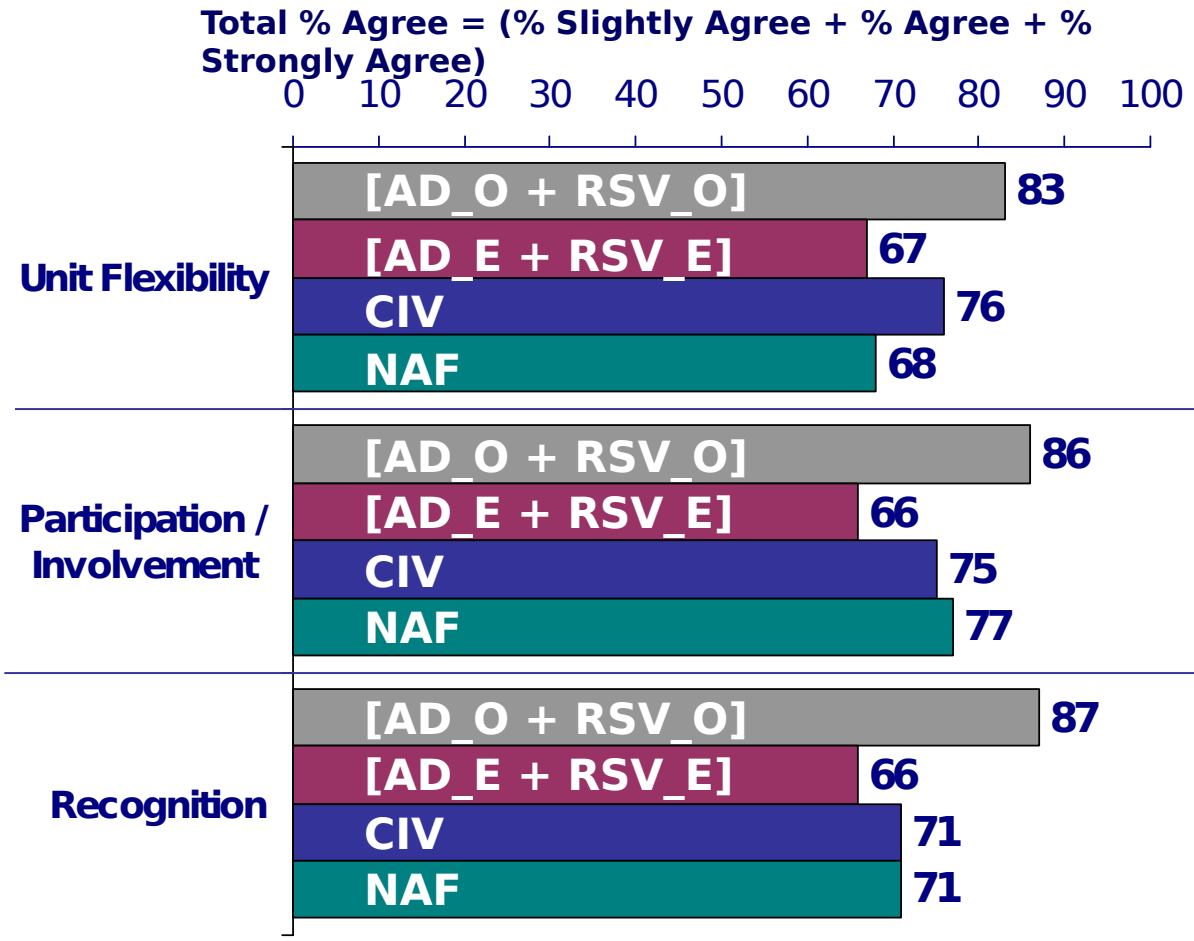

Trend

	03	02	99	97
Unit Flexibility	83	77 (*)	71 (*)	66 (*)
	67	60 (*)	57 (*)	72 (*)
	76	72	59	70
	68	*	*	*
Participation / Involvement	86	83 (*)	85 (*)	88 (*)
	66	61 (*)	60 (*)	77 (*)
	75	70	65	77
	77	*	*	*
Recognition	87	87 (*)	84 (*)	89 (*)
	66	55 (*)	53 (*)	69 (*)
	71	65	56	65
	71	*	*	*

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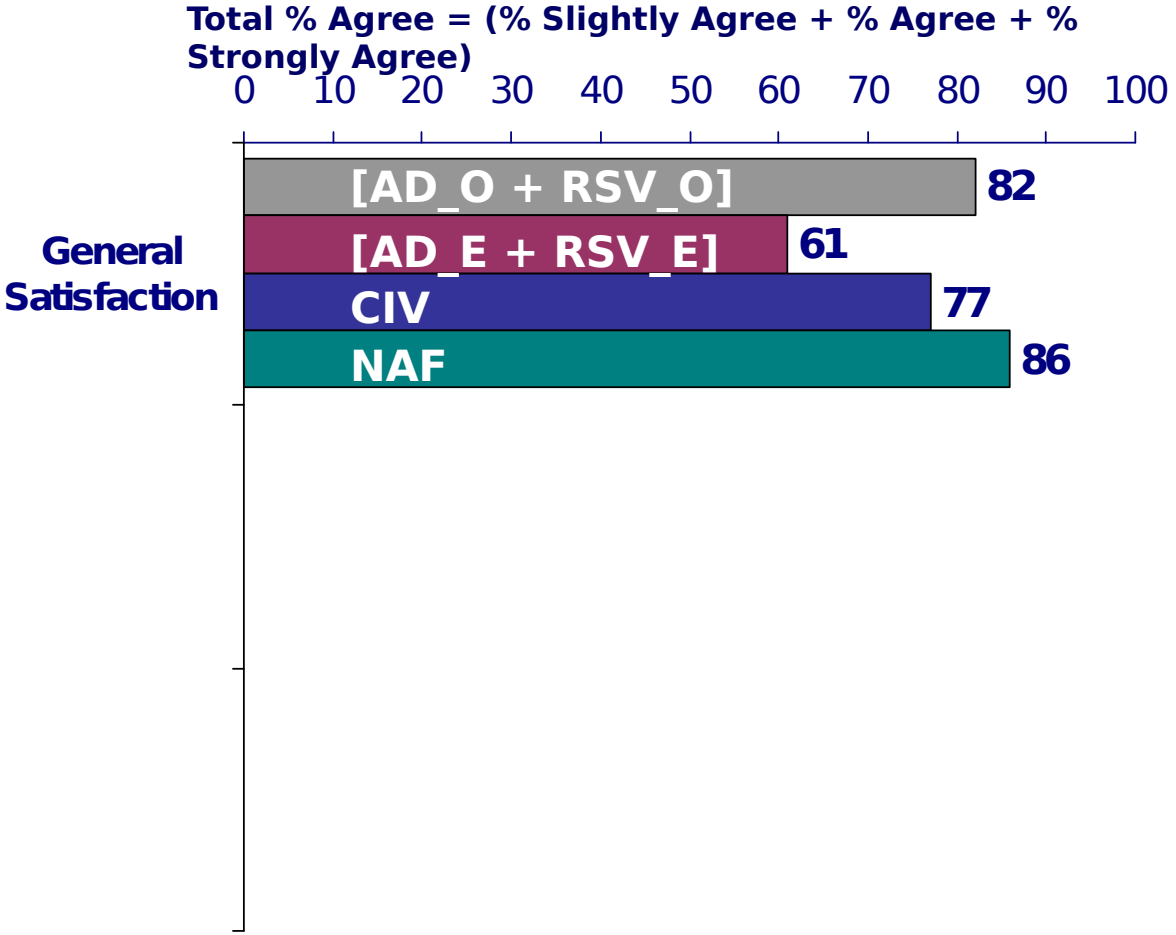

Trend

03	02	99	97
82	84 (*)	75 (*)	78 (*)
61	56 (*)	55 (*)	70 (*)
77	73	71	74
86	*	*	*

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AD_E = Active Enlisted ANG_E = ANG Enlisted RSV_E = RSV Officer NAF = Non Appropriated Or Not surveyed

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Next Steps

- Integrate Feedback and report
- Develop and share action plan

BACKUPS

Each Section by Question

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Compared to: 2002 377 AIR BASE WG

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Job Characteristics	% Agree 03	02	99	97
	87	**86**	**86**	**89**
• My job requires me to use a variety of skills.	92	91	89	94
• My job allows me to see the finished products of my work.	86	83	83	89
• Doing my job well affects others in some important way.	95	94	95	95
• My job is designed so that I know when I have performed well.	80	77	76	81
• My job allows me freedom to work with minimum supervision.	84	85	89	86

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Compared to: 2002 377 AIR BASE WG

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Resources	% Agree 03	02	99	97
	73	**71**	**60**	**68**
• I have adequate time to do my job well.	80	81	68	78
• We have enough people in my work group to accomplish the job.	64	60	44	59
• I have the right tools/equipment to accomplish my job.	78	71	66	66
• I have enough time to accomplish my daily workload during my duty hours.	72	72	60	68

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Compared to: 2002 377 AIR BASE WG

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Core Values	% Agree 03	02	99	97
	85	**79**	**74**	**80**
• I am able to do my job without compromising my integrity.	93	90	89	92
• Overall, people in my unit uphold high standards of excellence.	84	80	74	82
• Overall, people in my unit demonstrate that duty takes precedence over personal desires.	78	71	63	72
• Overall, people in my unit are held accountable for behavior which contradicts the AF core values.	83	77	71	74

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Compared to: 2002 377 AIR BASE WG

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Supervision	% Agree			
	03	02	99	97
	83	**78**	**73**	**83**
• My supervisor is good at planning my work.	80	75	66	77
• My supervisor sets high performance standards.	90	87	81	88
• My supervisor is concerned with my development.	84	79	74	84
• My supervisor corrects poor performers in my work group.	82	78	72	81
• My supervisor looks out for the best interests of my work group.	84	80	74	82
• My supervisor provides instructions that help me meet his/her expectations.	85	78	74	84
• My supervisor helps me understand how my job contributes to my unit's mission.	82	76	72	83
• My supervisor ensures that there is a fair distribution of workload among the people.	76	71	*	*
• My supervisor provides opportunities for me to give	86	82	*	*

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)

% Agree = (Slightly Agree) + (Agree) + (Strongly Agree)

*** Item did not exist**

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Unit Leadership (Chain of Command)	% Agree			
	03	02	99	97
	73	**65**	**59**	**75**
• The leaders in my chain of command (in my unit) listen to my ideas.	71	63	60	76
• The leaders in my chain of command (in my unit) are easily accessible.	78	75	71	80
• I trust the leaders in my chain of command (in my unit).	71	63	58	75
• I am proud to be associated with the leaders in my chain of command (in my unit).	74	65	53	73
• I see the leaders in my chain of command (in my unit) doing the same things they publicly promote (walking the talk/leading by example)	70	60	53	72

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = % (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Training & Development

	% Agree			
	03	02	99	97
	81	**76**	**71**	**79**
• I am given opportunities to improve my skills.	83	78	74	82
• I am encouraged by my unit leadership to learn new things.	84	76	74	82
• I have been adequately trained for the job I am expected to do.	83	78	73	79
• I am allowed to attend continuing professional training (workshops, conferences, etc.).	74	71	63	72

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Teamwork	% Agree 03	02	99	97
	81	**79**	**75**	**81**
• People in my work group respect each other.	79	76	71	77
• My work group adequately resolves conflicts.	79	78	72	79
• Members of my work group willingly share information.	82	78	76	82
• People in my work group cooperate to get work done.	86	83	82	84

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Participation / Involvement	% Agree 03	02	99	97
	71	**66**	**64**	**78**
• I feel free to suggest new and better ways of doing things.	79	75	73	84
• I am asked how we can improve the way my group operates.	72	67	65	79
• Sufficient effort is made to get the opinions and ideas of people in this work unit.	67	61	59	76
• Suggestions made by unit personnel are implemented in our daily work activities.	66	60	59	74

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Recognition	% Agree 03	02	99	97
	70	**61**	**58**	**70**
• My unit's leaders reward team performance fairly.	71	61	57	69
• My unit's leaders reward individual performance fairly.	71	63	59	70
• When deserved, my unit's leaders do a good job of recognizing people in all grades and types of jobs.	70	61	58	71
• My unit's leaders reward primary job expertise more than additional duty performance.	67	60	*	*

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)

% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

*** Item did not exist**

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Compared to: 2002 377 AIR BASE WG

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Unit Flexibility	% Agree			
	03	02	99	97
	71	**65**	**59**	**71**
• My unit adapts to changes quickly.	78	71	62	72
• My unit encourages appropriate risk taking.	70	62	54	68
• My unit challenges old ways of doing business.	67	62	61	72
• My unit adapts to change well.	70	64	*	*

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)

% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

*** Item did not exist**

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Compared to: 2002 377 AIR BASE WG

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General Satisfaction	% Agree 03	02	99	97
	69	**64**	**61**	**72**
• In general, I am satisfied with my job.	75	72	69	81
• I have a sense of personal fulfillment at the end of the day.	69	67	61	73
• The tasks I perform provide me with a sense of accomplishment.	78	73	73	79
• I am a valued member of my unit.	81	77	78	84
• I would recommend an assignment in my unit to friend.	59	52	46	62
• Morale in my unit is high.	51	42	36	55

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Compared to: 2002 377 AIR BASE WG

Unit Performance Outcomes

	% Agree			
	03 **90**	02 **87**	99 **85**	97 **89**
• The quality of work in my unit is high.	88	85	80	87
• The quantity of work accomplished in my unit is high.	89	86	84	90
• My unit is known as one that gets the job done well.	89	86	86	89
• My unit is successfully accomplishing its mission.	95	92	90	91

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)
% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

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Compared to: 2002 377 AIR BASE WG

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Job Enhancement	% Agree 03	02	99	97
	80	**76**	**70**	*
• In my unit, people help each other out when they have heavy workloads.	77	73	65	*
• In my unit, people make innovative suggestions for improvement.	79	77	70	*
• In my unit, people willingly give of their time to help members who have work-related problems.	78	72	76	*
• In my unit, people willingly share their expertise with each other.	86	81	76	*

Survey Scale : 1 (Strongly Disagree) to 6 (Strongly Agree)

% Agree = 4 (Slightly Agree) + 5 (Agree) + 6 (Strongly Agree)

*** Item did not exist**

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